

FY25 Risk Assessment for Annual Audit Selection

Table 1: Departments sorted by aggregate risk score

This table lists 26 city departments, and for each department contains:

- A list of the department's offices, per the FY25 budget book
- A description of the department, distilled from the FY25 budget book
- A list of the citywide risk areas the department is responsible for controlling.
 - This mapping was determined internally by the audit office after we were unable to schedule a meeting with Mayor's Office staff to discuss the mapping of risk areas to departments.
 - Citywide risk scores were determined internally by the audit office after we were unable to schedule a meeting with Mayor's Office staff to discuss the risk scoring.
 - Risks were scored on a citywide basis, not based on each department individually.
 - Risk scores were determined by a likelihood score (from one to five) multiplied by an impact score (from one to five) for a total score of one to twenty-five for each risk area. These scores are represented graphically in the attached document titled FY25 Citywide Risk Scores.
 - Total risk scores for each department were determined by adding up each of the citywide risk scores mapped to that department. If the department is a primary owner of the risk area, the full score was used. If the department is a secondary owner of the risk area, the score was halved.
 - Risk areas owned by each department are color-coded by citywide risk score weighted as above by the department's degree of ownership (primary or secondary). Red is higher risk than orange, is higher risk than yellow, is higher risk than green.
 - Departments are sorted by total risk scores, from highest to lowest.
- A list of the department's notable initiatives and goals, judgmentally selected from the FY25 budget book
- A list of any audits published by the City Auditor's Office that made recommendations to the department from 2019 to current. Also includes audits in progress and a few audits that are about to start.
- A list of high-priority open recommendations and count of medium- and low-priority open recommendations assigned to each department

Table 2: Top 15 vendors by payments in 11 Months of FY24

This table lists the fifteen vendors paid the most by the city in the first 11 months of FY24, according to the city's Open Checkbook website on July 24, 2024. It contains:

- The vendor and the amount paid to each vendor in the first 11 months of FY24
- The change in the amount paid to each vendor in the first 11 months of FY24 relative to FY23 and the change in rank of each vendor relative to FY23
- Departments which paid each vendor in FY24 and cost categories for which each vendor was paid in FY24

Table 3: Top 15 Departments by Payments to Vendors in 11 Months of FY24

This table lists the fifteen departments that paid the most to vendors in the first 11 months of FY24, according to the city's Open Checkbook website on July 24, 2024. It contains:

- The department and the amount paid to vendors in the first 11 months of FY24
- The change in the amount paid to vendors in the first 11 months of FY24 relative to FY23 and the change in rank of each department relative to FY23
- Percentages of payments to vendors charged to offices in each department (5%+) and percentages of payments to vendors by cost category

DEPARTMENTS SORTED BY AGGREGATE RISK SCORE WITH THE RISK AREAS EACH DEPARTMENT IS RESPONSIBLE FOR CONTROLLING*

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
AVIATION	<ul style="list-style-type: none"> Office of the General Manager Human Resources Division Office of Public & Media Affairs Office of Policy & Communications Administration Division Office of Finance & Accounting Atlanta Information Management—Aviation Services Division Planning & Development Division Commercial Development Division <ul style="list-style-type: none"> Parking Unit Concessions Unit Marketing Unit Commercial Property Unit Ground Transportation Unit Customer Service Unit Operations Division <ul style="list-style-type: none"> Regulatory Compliance Bureau Facilities Maintenance Bureau Public Safety and Security Bureau Emergency Management Bureau Business Services Bureau 	<p>Responsible for operating the Airport. Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the “World’s Busiest and Most Efficient Airport.” In the calendar year 2023, ATL handled over 104.7 million passengers, along with more than 775,818 aircraft operations. It is the principal airport servicing both Georgia and the Southeastern United States.</p> <p>The indirect and direct economic impact of the Airport is \$66 billion for the Southeast region. The Airport is also responsible for nearly 400,000 jobs, with 63,000 employees working directly on airport property. As the largest employer for the state of Georgia, ATL is the chief economic engine of metro Atlanta.</p> <p>ATL operates 24 hours per day, 365 days per year, employing 893 full-time City of Atlanta employees, approximately 260 firefighters, and 124 police officers.</p>	<ul style="list-style-type: none"> Physical Assets Service Delivery Public Safety Inventory Asset Misappropriation Legal & Regulatory Compliance Business Interruption Attracting & Retaining Talent Information Security Contractual Information Systems Regulatory Reporting 	<p>The airport’s capital improvement program, ATLNext, completed approximately \$750 million of work in CY2023. FY2025 is programmed to see over \$900 million of work completed. The following major projects will be ongoing:</p> <ul style="list-style-type: none"> Concourse D Widening: multiple building modules (with lengths up to 168 feet long) will be installed in the first half of FY2025. Ramp 6N Gates and Concourse E Gates Conversion: this project will add four gates to the north end of Concourse E. South Parking Deck Phase 1: the first three levels will be under construction during FY2025. This \$425 million deck will have seven levels and contain approximately 6,600 parking spaces. The first phase of the Terminal North Master Plan will be completed in FY2025. The goal of the project is to expand the ticket lobby. A major refresh of the Domestic Terminal (Domestic Terminal Interior Enhancements) will be completed in early FY2025. The project included ceiling tile/grid replacement, fire life safety upgrades, lighting replacement, and other related work. Numerous airfield projects, including the Runway 10 Glide Slope and RSA Improvements, Ramp 21 Reconstruction, and North Airfield Safety Area Improvements. Phase one of a six-phase restroom upgrade project. The first phase will reconstruct six restrooms while also expanding select ones. 	<p>Aviation Capital Projects (2024) Plane Train (2023) Landscaping Contracts (2023) Aviation Maintenance Staffing (2022) Citywide Cash Handling (2022) Aviation Security (2020) Citywide Overtime (2019)</p>	<ul style="list-style-type: none"> Facilities Management Assistant General Manager to create and enforce a training program with requirements by position and deadlines, such as seasonal requirements for inclement weather. Facilities Management Assistant General Manager to develop a centralized credential tracking method, including establishing a process for checking and handling suspended licenses. 3 Medium Priority Recommendations 15 Low Priority Recommendations
WATERSHED MANAGEMENT	<ul style="list-style-type: none"> Commissioner’s Office Office of Water Treatment & Reclamation (OWTR) Office of Linear Infrastructure Operations (OLIO) Office of Watershed Protection Office of Engineering Services Office of Financial Administration Office of Customer & Business Services 	<p>The Department of Watershed Management is dedicated to providing high-quality drinking water, wastewater, and stormwater services to residential, business, and wholesale customers at a reasonable cost while enhancing and protecting urban waterways and regional water resources.</p>	<ul style="list-style-type: none"> Physical Assets Service Delivery Inventory Change Management Asset Misappropriation Legal & Regulatory Compliance Business Interruption Attracting & Retaining Talent Information Security Contractual Information Systems Regulatory Reporting 	<p>Continue to develop customer contact center and customer conveniences. Centralize procurement functions within DWM. Optimize inventory of parts and equipment to complete preventive maintenance activities and to address emergency maintenance. Initiate or continue construction of various capital projects. Continue Sewer Cleaning Program efforts to complete on a 3.5-year schedule. Develop a comprehensive New Employee Onboarding Program for OLIO and OWTR. Implement Heavy Equipment Operator Training for OLIO employees to increase technical proficiency in operating heavy equipment. Increase the number of qualified employees holding a Class A CDL. Achieve 100% of distribution or wastewater collections licensure compliance for crew supervisor-level positions and above. Reduce the vacancy rate and time to fill by 30%. Improve retention of staff by 10%. Focus on preventative maintenance. Increase performance metrics to 95% and improve JD Powers score by 5%. Continue to focus on the receivables portfolio to expedite cash flow. Continue to enhance both Care and Conserve and Sr. Citizen Discount programs. Promote Low-Income Water Assistance Program (LIWAP). Complete assessment of permit fees and proposed updates to fees. Identify new revenue streams Execute and ensure full compliance with the new CSO permit requirements. Implement Automated Metering Infrastructure & Automated valve pilot. Complete the EnQuesta upgrade to enhance billing system capabilities. Expand the use of CCTV and Access Control. Complete the Upgrade to the Video Management Platform Software for the Security Operations Center.</p>	<p>Watershed Contracts Amendments, Alternative Procurements, and Extensions (in progress) Water Billing & Collections (2023) Landscaping Contracts (2023) Watershed Inventory and Fixed Assets (2022) Citywide Cash Handling (2022) Capital Projects Contract Management (2020) Citywide Overtime (2019) Fire Hydrant Inspection & Maintenance (2019)</p>	<ul style="list-style-type: none"> No High Priority Recommendations 9 Medium Priority Recommendations 3 Low Priority Recommendations

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
FINANCE	<ul style="list-style-type: none"> Office of Administrative & Legislative Services Office of Budget & Fiscal Policy Office of the Controller Office of Treasury, Debt, and Investments Office of Revenue Office of Enterprise Risk Management Office of Financial Systems Services 	<p>Manages and accounts for the City's financial resources. This department prepares and monitors the annual budget, invests city funds to protect assets, maintains fiscal liquidity and maximizes income in compliance with all governing financial and accounting laws. In addition, the Department of Finance provides legislative support to the Finance/Executive Committee of the Mayor's Office, City Council, and Operating Departments.</p>	<ul style="list-style-type: none"> Service Delivery Market Asset Misappropriation Information Systems Change Management Corruption Attracting & Retaining Talent Information Security Business Interruption Financial Statement Fraud Cash Management Grant Compliance Regulatory Reporting 	<p>Support Public Safety by financing vital equipment for AFRD and APD.</p> <p>Implementation of a new Treasury Management system; assist HR with the implementation of Purchasing Power.</p> <p>Set up ADP Daily pay process.</p> <p>Recommend RFPs for collections agency for delinquent interstate invoices and for Revenue Forecasting Model System.</p> <p>Establish Business License Amnesty Drive; conduct business community education series and professional licensing information sessions; implement new business licensing and payment processing system.</p> <p>Create educational and training plan via Power and AI platform for customers and internal users.</p> <p>Develop and publish the Annual Risk Management Report.</p> <p>Roll out Minority Surety Initiative.</p> <p>Occupation tax code amendments and update taxes and fees.</p> <p>Enhance budget development template and guidelines; implement EPBCS reporting enhancements, launch budget development planning website.</p>	<p>Continuous Auditing (ongoing)</p> <p>Business Licenses (2023)</p> <p>Beltline Special Services District (2022)</p> <p>Cash Handling (2022)</p> <p>Direct Payments (2022)</p> <p>Extra Help (2022)</p> <p>Controls over CARES Act and FEMA Compliance (2021)</p> <p>Forensic Audit Services (2021)</p> <p>Liquor Licensing and Enforcement (2021)</p> <p>Comcast Franchise Fees (2020)</p> <p>Northside Drive Pedestrian Bridge (2020)</p>	<ul style="list-style-type: none"> Chief Financial Officer to allow only a limited number of staff to perform adjustments or delete fees and require a second level of review for any fee changes and ensure that staff have access in the system limited to that needed to do their jobs. Ensure that negotiable instruments bear only "City of Atlanta" (not employee names) in the "Pay to the Order" area. Chief Financial Officer and Chief Operations Officer should also ensure that ABI updates its chart of accounts to account for special service district financial information separately. Chief Financial Officer to develop city-wide cash handling policies that provide guidance on ensuring negotiable instruments bear only the name of the "City of Atlanta" and do not bear employee names in the "Pay to the Order" area. Chief Financial Officer to develop cash handling policies that require departments to have customers make payments using the IVR system for phone payments and prohibit employees from accepting customer debit/credit card payments over the phone. Chief Financial Officer to develop a process to determine whether all business units within each department have appropriate controls in place to collect and safeguard payments; and encourage those that do not to discontinue collection efforts and direct customers to make payments to Revenue's cashiers, who will handle payment processing and deposits. Chief Financial Officer to develop policies that require departments to have an agreement in place with an armored car service company for deposits or follow best practices when employees are required to make deposits. 12 Medium Priority Recommendations 11 Low Priority Recommendations
TRANSPORTATION	<ul style="list-style-type: none"> Office of the Commissioner Office of Mobility, Strategic Planning, & Performance Office of Engineering Office of Capital Project Delivery Office of Transportation Infrastructure Management 	<p>Strives to improve the safety, efficiency, and accessibility of the City's transportation network and enhance the quality of life of all Atlantans. These operations include assets owned by the City of Atlanta as well as coordination with key partners within the Atlanta region, including GDOT, MARTA, the Atlanta Regional Commission, Atlanta Beltline Inc., and Georgia Regional Transportation Authority/State Road and Toll Authority/The Atlanta Transit Link.</p>	<ul style="list-style-type: none"> Physical Assets Service Delivery Change Management Asset Misappropriation Inventory Attracting & Retaining Talent Contractual Equity Legal & Regulatory Compliance Grant Compliance 	<p>Utilize GIS for comprehensive asset management.</p> <p>Vision Zero Action Plan Implementation with a focus on year one actions.</p> <p>Continued development of Safe Routes to School Action Plans.</p> <p>Initiate the Comprehensive Transportation Plan update.</p> <p>New contracts for parking management and Dockless Micromobility/Bikeshare.</p> <p>Review and recommend draft updates to City of Atlanta Design Resources.</p> <p>Capital Project Delivery: 6 complete streets, 2 roadway extensions, 2 intersection improvements, 1 bridge demolition, unpaved roads phases 1 and 2, LMIG 2022/2023</p> <p>Streamline and optimize right-of-way permitting process, establish online platform.</p> <p>Develop and implement a comprehensive plan for locating underground assets.</p> <p>Implement routine maintenance to address issues with traffic signals proactively.</p> <p>Regularly inspect and maintain signage, prioritizing critical areas.</p> <p>Implement measures to enhance safety, aligning with Vision Zero initiatives.</p>	<p>Moving Atlanta Forward Annual Review (2023 and in progress)</p> <p>Landscaping Contracts (2023)</p> <p>Citywide Cash Handling (2022)</p> <p>Streetlighting (2022)</p> <p>Renew Atlanta & TSPLOST (2020)</p> <p>Northside Drive Pedestrian Bridge (2020)</p>	<ul style="list-style-type: none"> Transportation commissioner to work with Georgia Power to establish a reasonable operability rate for regulated lights and require nighttime repair work if the rate exceeds the established threshold. 5 Medium Priority Recommendations 4 Low Priority Recommendations

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
EXECUTIVE OFFICES	<ul style="list-style-type: none"> • Mayor • Office of the Chief of Staff <ul style="list-style-type: none"> ○ Office of Communications ○ Office of Constituent Services ○ Office of Equity, Diversity, and Inclusion ○ Office of Cultural Affairs ○ Office of Intergovernmental Affairs ○ Office of International & Immigrant Affairs ○ Office of Entertainment, Film, & Nightlife ○ Office of Special Events ○ Office of Sustainability & Resilience • Office of the Chief Operating Officer <ul style="list-style-type: none"> ○ Office of Contract Compliance ○ Office of Emergency Preparedness ○ Office of Innovation & Performance ○ Office of Violence Prevention and Reduction • Office of the Chief Policy Officer 	<p>The Mayor heads the executive branch of government. The Chief of Staff provides advice and guidance to the Mayor on legislative and political issues and liaises with public and private sectors. The Chief Operating Officer provides policy direction and executive management over the public service and operational functions of the city and manages the City's performance management program. The Chief Policy Officer leads major mayoral priority policies, programs, and initiatives; provides advice and guidance to the Mayor on complex, cross-sectoral issues; incubates mayoral special projects; and serves as liaison to external nonprofit, private, and philanthropic organizations.</p>	<ul style="list-style-type: none"> • Change Management • Attracting & Retaining Talent • Equity • Market • Political • Corruption • Business Interruption • Grant Compliance • Financial Statement Fraud 	<p>One Safe City \$6.2 million to purchase vehicles and equipment for police and fire personnel Investments in E-911 technology upgrades Increased investments in security cameras</p> <p>A City of Opportunity for All Establish Atlanta's first Department of Labor and Employment Services Expand At-Promise Youth Centers More than \$8 million dedicated to the affordable housing trust fund Funding for Administration's Year of the Youth programs Fully implement the City's first direct investment in Early Childhood Education</p> <p>A City Built for the Future \$10 million in capital improvements to City facilities Deliver on longstanding parks upgrade and maintenance needs More than \$1.25 million in new technology to support innovation across the city Increased transportation investments, including road maintenance</p> <p>Ethical and Efficient Government Continue investments in the City's workforce through the second Cost of Living Adjustment for employees in as many years Resolve longstanding structural and organizational issues in certain departments Realign the Mayor's Office of Constituent Services to focus on proactive community outreach</p>	<p>Oracle Time & Labor Implementation (in progress) OCC: Assessment of Subcontractor Utilization (in progress) Municipal Market (2023) Landscaping Contracts (2023) Citywide Cash Handling (2022) Extra Help (June 2022) Beltline Special Services District (2022) Contract Compliance Follow-up Testing (April 2022) Office of Contract Compliance (2021) Citywide Overtime (2019)</p>	<ul style="list-style-type: none"> • Chief Financial Officer and Chief Operations Officer should also ensure that ABI updates its chart of accounts to account for special service district financial information separately. • 5 Medium Priority Recommendations • 9 Low Priority
ATLANTA POLICE DEPARTMENT	<ul style="list-style-type: none"> • Community Services Division • Special Events Division • Criminal Investigations Division • Field Operations Division • Professional Development Division • Chief Administrative Office 	<p>Provides a myriad of professional services to the citizens of Atlanta. The Department's efforts are comprehensive with primary responsibilities including uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Atlanta Police Department serves as the City's control center for law enforcement related operations, with multiple precincts that serve as staging areas for emergency 911 responses. Additionally, the Department is the primary local law enforcement agency and provides service to Hartsfield-Jackson Atlanta International Airport (HJAIA). The Department works closely with Neighborhood Planning Units (NPU), independent community organizations, and business associations to best understand and meet the demands of the community it serves.</p>	<ul style="list-style-type: none"> • Service Delivery • Public Safety • Attracting & Retaining Talent • Inventory • Asset Misappropriation • Equity • Grant Compliance 	<p>New E911 Center Opening of the Atlanta Public Safety Training Center Increase Recruitment Training Crime Lab and Cyber Lab Expansion Fleet Expansion Technology Enhancements New Zone 4 Precinct</p>	<p>In Rem Process (2023) Citywide Cash Handling (2022) Liquor Licensing and Enforcement (2021) Police Hiring Practices (2021) Citywide Overtime (2019) Code Enforcement (2019) APD Fleet Acquisition and Maintenance (2019)</p>	<ul style="list-style-type: none"> • Chief of Police work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers. • Chief of Police to monitor and track performance metrics for the number and percentage of videos deleted before the retention schedule. • 8 Medium Priority Recommendations • 14 Low Priority

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
FIRE RESCUE SERVICES	<ul style="list-style-type: none"> Office of the Fire Chief Division of Support Services Division of Technical Services Division of Field Operations Division of Aviation Fire Division of Emergency Medical Services 	The Atlanta Fire Rescue Department provides fire mitigation, rescue services, and emergency medical services to residents, businesses, and visitors. As an all-hazard department, AFRD responds within a 143.6 square mile area including more than 60 miles of interstate highways, 23 miles of rapid rail, and Hartsfield-Jackson Atlanta International Airport.	<ul style="list-style-type: none"> Service Delivery Public Safety Attracting & Retaining Talent Inventory Asset Misappropriation Equity 	<p>Maintain adequate supplies and equipment for emergency responses or special events.</p> <p>Maintain above industry standard response times to fire risks.</p> <p>Maintain Accredited Status and Class 1 ISO Rating.</p> <p>Enhance special operations services and response.</p> <p>Enhance stations and facilities addressing employee safety and quality of life concerns.</p> <p>Enhance revenue operations for services in both the General and Enterprise Funds.</p> <p>Development of the AFRD FY2025-FY2030 Strategic Plan.</p> <p>Enhance public safety at H-JAIA by creating a F.A.S.T Service Response Team.</p> <p>Implement Geographic Information System to enhance fire hydrant database with DWM.</p> <p>Continue smoke detector distribution throughout the community.</p> <p>Continue Car Seat distribution in partnership with the Governor’s Office of Highway Safety.</p> <p>Establishment of EMS clinic at H-JAIA to support low acuity calls.</p> <p>Establish a plan for implementation of EMS Station initiative.</p> <p>Maintain apparatus and ensure fleet replacement standards are in place.</p> <p>Enhance fire safety training through the utilization of the new Public Safety Center.</p> <p>Complete Fire Station #22 construction plan.</p>	<p>Fire Fleet Maintenance (in progress)</p> <p>AFRD Financial Review (2022)</p> <p>Citywide Cash Handling (2022)</p> <p>Fire Hydrant Inspection & Maintenance (2019)</p> <p>Citywide Overtime (2019)</p> <p>Inventory Management of Medical Supplies (2019)</p>	No open recommendations
CITY COUNCIL	<ul style="list-style-type: none"> Council President/City Council Members Office of Research & Policy Analysis Office of Communications Office of Administrative Services & Information Technology Office of the Municipal Clerk 	Serves as legislative branch of government. Adopts ordinances to establish city policy and law; adopts resolutions to express legislative intent. Staff review and analyze proposed legislation, coordinate communications, technology, contracts, and procurement for councilmembers. The clerk’s office maintains the central repository for information regarding all legislative actions and administers election-related matters.	<ul style="list-style-type: none"> Change Management Attracting & Retaining Talent Equity Political Corruption Market 	<p>Committee on Council has not published updated goals since February, 2022.</p>	<p>Council Expense and Carry Forward Accounts (2024)</p> <p>Citywide Cash Handling (2022)</p> <p>Forensic Audit Services (2021)</p>	<ul style="list-style-type: none"> No High Priority Recommendations No Medium Priority Recommendations 10 Low Priority Recommendations
PUBLIC WORKS	<ul style="list-style-type: none"> Office of the Commissioner Office of Solid Waste Services Office of Special Services Office of Fleet Services 	Collects household solid waste, recycling, and yard waste, and provides street sweeping and right-of-way mowing and cleaning. The Department of Public Works also manages and maintains the City’s fleet of equipment and vehicles.	<ul style="list-style-type: none"> Physical Assets Service Delivery Inventory Asset Misappropriation Attracting & Retaining Talent 	<p>Continue modernizing Solid Waste Services’ fleet with automated side loaders.</p> <p>Enhance programs to combat illegal dumping.</p> <p>Enhance efforts to utilize emerging technologies (AI, etc.) to improve efficiency of operations.</p> <p>Reduce vehicle accidents via driver training held at the new public safety training center.</p> <p>Increase the number of right-of-way maintenance crews to ensure all city areas are adequately maintained per established schedules and industry standards.</p> <p>Improve the condition of the aging buildings operated by Fleet Services.</p> <p>Purchase additional street sweepers and upgrade aging sweepers approaching/exceeding the scheduled life cycle.</p> <p>Install additional strategically placed public trash receptacles to combat litter.</p> <p>Increase the number of beautification and planting projects throughout the city near frequently visited locations and gateways leading into the city.</p> <p>Complete yard waste transfer station relocation feasibility study.</p>	<p>Controls Over Fuel Consumption (in progress)</p> <p>Recycling (in progress)</p> <p>Fire Fleet Maintenance (in progress)</p> <p>Landscape Contracts (2023)</p> <p>Solid Waste Services (2023)</p> <p>Citywide Cash Handling (2022)</p> <p>Citywide Overtime (2019)</p> <p>APD Fleet Acquisition & Maintenance (2019)</p>	<ul style="list-style-type: none"> No High Priority Recommendations 1 Medium Priority Recommendation 2 Low Priority Recommendations

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ATLANTA INFORMATION MANAGEMENT (AIM)	<ul style="list-style-type: none"> Office of Information Security Office of Infrastructure and Technology Office of Administration Enterprise Project Management Office Dedicated Service Delivery Areas <ul style="list-style-type: none"> Public Safety & Justice Department of Watershed Management Department of Aviation Department of Transportation Department of Public Works 	The Department of Atlanta Information Management (AIM) is a trusted steward of technology and a catalyst for innovation. AIM oversees and guides all technology-related activities associated with the delivery of products and services managed by every department of the City. The department provides a strategic framework and direction for leveraging technology to create business value	<ul style="list-style-type: none"> Change Management Information Security Information Systems Business Interruption Attracting & Retaining Talent Contractual 	<p>Simplify application portfolio by eliminating redundant silos and ineffective systems.</p> <p>Continue to develop and implement IT standards, processes, and procedures.</p> <p>Continue to improve enabling processes: Enterprise Architecture, Change Control, and Cloud Governance; migrate cloud-ready applications to cloud solutions.</p> <p>Continue infrastructure modernization to improve resiliency and meet business objectives.</p> <p>Advance information security maturity across the enterprise.</p> <p>Implement a modern customer relationship management platform.</p> <p>Introduce concepts of artificial intelligence models to enhance outcomes for consumers.</p> <p>Implementation of Microsoft Copilot to gain efficiency throughout the enterprise.</p> <p>Expanding data governance and the implementation of an integrated data platform solution.</p> <p>Advance digitalization capabilities in preparation for the FIFA World Cup.</p> <p>Expansion of fiber network and infrastructure for the City of Atlanta.</p> <p>Upgrade citywide infrastructure for call centers; continue citywide website refresh.</p> <p>Leverage automation tools to streamline processes across departments.</p>	<p>Continuous Auditing (ongoing)</p> <p>Cybersecurity (2024)</p> <p>Citywide Cash Handling (2022)</p> <p>Cybersecurity (2021)</p>	<ul style="list-style-type: none"> No High Priority Recommendations 2 Medium Priority Recommendation 5 Low Priority Recommendations
PARKS & RECREATION	<ul style="list-style-type: none"> Office of Parks Office of Recreation Office of Park Design Office of Administration, Strategy, and Innovation Office of Partnership and Enterprise 	Manages and operates 378 parks, 27 recreation centers with 157 playgrounds, 21 pools, 8 splash pads, 95 basketball courts, 168 fields, 8 dog parks, 3 skateparks, 170 tennis courts, 16 gymnasiums, 21 community gardens, 4 golf courses, 1 historic cemetery, 144 pavilions, 2 nature centers, 114 miles of trails, 5 sand volleyball courts, 64 diamond fields, 1 sports complex, 5 tennis centers, 4 natatoriums, and the Lake Allatoona Resident Camp, John A. White Junior Golf Course, and operational maintenance of the Atlanta Beltline.	<ul style="list-style-type: none"> Physical Assets Service Delivery Attracting & Retaining Talent Equity Asset Misappropriation 	<p>Upgrade Wi-Fi at recreation centers in a multiyear plan; ensure computer labs are functional.</p> <p>Establish a STEAM Lab at Rosel Fann Recreation Center; increase School Break Camps.</p> <p>Establish new partnerships for Atlanta Teen Leaders, Summer Girls Empowerment Academy.</p> <p>Provide Senior educational workshops, computer classes, and nutritional programs.</p> <p>Offer Seniors Summer Camp Best Friends sites; return Prime-Time Programming Block Party.</p> <p>Expand Summer Food Program capacity and reach more children via Mobile Food Program.</p> <p>Continue to prioritize and implement the 2022 Infrastructure Bond & TSPLOST 2.0 projects.</p> <p>Continue to usher MAF bond projects into the next phase.</p> <p>Develop the Chattahoochee Brick Company, Thomasville Park and Proctor Creek Greenway.</p> <p>Move forward with an RFP for the restaurant at Grant Park Gateway and the construction of senior facilities at John A. White Park; reopen Central, English, Gilbert House Rec Centers.</p> <p>Plan for Bowen Homes redevelopment, Chattahoochee Riverlands, Entrenchment Creek Park.</p> <p>Complete ADA Transition Plan—to date, 94% of violations have been addressed.</p> <p>Coordinate with Atlanta Beltline on the SW Atlanta Beltline Connector Trail.</p> <p>Create a trail master plan by the end of 2024.</p> <p>Recruit Director of Natural Resources; align Forestry, Natural Areas, and Arborist teams.</p> <p>Coordinate Natural Area Management efforts: expand the department’s natural resource plan and develop an Urban Forest Master Plan.</p> <p>Develop operations and maintenance plans for new parks, trails, and greenspaces, including newly opened Beltline and PATH trails, West Cascade Park, and Indian Creek Park.</p> <p>Make strategic park land acquisition to connect trails, parks, greenspace, and communities per the 2030 Project Greenspace plan and Activate ATL comprehensive master plan.</p> <p>Initiate a concession vending program in city parks.</p> <p>Complete the Pickleball Pilot Program rollout.</p>	<p>Moving Atlanta Forward Annual Review (2023 and in progress)</p> <p>Landscape Contracts (2023)</p> <p>Citywide Cash Handling (2022)</p> <p>Parks & Recreation Fees (2021)</p> <p>Martin Luther King, Jr. Recreation & Management of Live Nation Lease Agreements (2020)</p> <p>Aquatic Center (2019)</p>	<ul style="list-style-type: none"> No High Priority Recommendations 2 Medium Priority Recommendation 2 Low Priority Recommendations

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
HUMAN RESOURCES	<ul style="list-style-type: none"> Human Resources Business Partners HR Information Systems & Record Management Organizational & Employee Development Employee Benefits Psychological Services/Employee Assistance Program Public Safety Behavioral Health Wellness Unit Talent Acquisition Compensation Compliance & Regulation Employee Outreach, Onboarding, and Engagement Budget and Administration Marketing & Communications 	The Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's Human Resources programs and fosters the development of innovative policies and practices.	<ul style="list-style-type: none"> Attracting & Retaining Talent Change Management Information Security Contractual Information Systems Business Interruption Corruption Regulatory Reporting 	<p>Maintain or reduce the vacancy rate and time-to-fill positions.</p> <p>Increase employee retention and engagement.</p> <p>Pilot an apprenticeship program and create an executive shadows program.</p> <p>Achieve 100% participation in mandatory compliance training.</p> <p>Implement phase I of the city-wide compensation study.</p> <p>Complete RFP for pre-employment physicals and drug testing.</p> <p>Launch phase II of the employee tuition reimbursement program in August 2024.</p> <p>Build and monitor staffing plans for all departments in collaboration with Finance.</p> <p>Revamp and retrain Police Recruitment Background Unit.</p> <p>Create a collegiate employment pipeline for hard-to-fill positions.</p> <p>Continuation of Mayor Andre Dickens Institute of Professional Development (E-911 Dispatcher and Watershed Revenue Collections).</p> <p>Develop and implement succession planning strategies.</p>	<p>Continuous Auditing (ongoing)</p> <p>Oracle Time & Labor Implementation (in progress)</p> <p>Administrative Leave (in progress)</p> <p>Remote Work/Service Delivery (in progress)</p> <p>Employee Benefits (2022)</p> <p>Extra Help (2022)</p> <p>Citywide Cash Handling (2022)</p> <p>Hiring Practices (2020)</p> <p>Citywide Overtime (2019)</p>	<ul style="list-style-type: none"> Commissioner of HR should ensure that departments comprehensively screen prospective employees to ensure that they are physically able to perform job duties without injury, and review job descriptions periodically to ensure that physical requirements and safety guidelines are clear and up-to-date. HR commissioner to verify that all FLSA statuses are accurate in Oracle according to the job classification table and FLSA requirements. HR commissioner to work with the chief information officer to create controls within Oracle to standardize FLSA status based on job positions. 8 Medium Priority Recommendations 18 Low Priority Recommendations
PROCUREMENT	<ul style="list-style-type: none"> Office of the Chief Procurement Officer Strategic Sourcing Division Center of Excellence Division 	Responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The DOP is directly responsible for the purchasing of commodities, services and construction for all departments and agencies.	<ul style="list-style-type: none"> Contractual Market Corruption Attracting & Retaining Talent Information Security Information Systems 	<p>The CS Playbook is a procurement process guide synchronized with the SOP and designed for training purposes.</p> <p>Introducing Parrot AI to DOP as a digital assistant.</p> <p>Offering recurring training sessions to user agencies to facilitate continuous learning and adoption of digital procurement processes.</p> <p>Introducing supplier and user agency scorecards so that user agencies can evaluate supplier performance to ensure alignment in our relationship.</p> <p>Automating various processes within the department.</p> <p>Rolling out a contingent workforce program.</p>	<p>Continuous Auditing (ongoing)</p> <p>Citywide Cash Handling (2022)</p> <p>Efficiency of the Procurement Process (2024)</p> <p>Expired Contracts & Cooperative Agreements (2019)</p>	<ul style="list-style-type: none"> Chief Procurement Officer to ensure procurement request engagement package and justification forms are retained in SharePoint and, if possible, in ATLCLOUD to help mitigate the risk of approving alternative procurements without adequate justification. 5 Medium Priority Recommendations 9 Low Priority Recommendations
COURT OPERATIONS	<ul style="list-style-type: none"> Administration Budget Clerk's Office Communications Courtroom Operations Data Management Finance Safety & Security Pretrial Quality Control Restore Atlanta/Homeless Court Warrants 	Judicial Agencies provides efficient and effective court services for criminal and traffic offenses arising in Atlanta.	<ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent Public Safety Information Security Asset Misappropriation Information Systems 	<p>The Court will partner with City of Atlanta departments and external organizations to plan a community event providing license reinstatement and record restriction opportunities.</p> <p>The Court is partnering with the Atlanta Police Department (APD) to improve customer service and efficiency with the implementation of electronic citations. The e-citation project is a new and innovative process for the transfer of cases to the Court.</p> <p>The Court will continue to seek innovative and informative trainings for staff to ensure compliance with changes in the law and to provide a better task force to meet the needs of the City's court system.</p> <p>The Court plans to initiate a refresh of end-of life technology and equipment to maintain the continuity of operations.</p>	<p>Municipal Court (2023)</p> <p>Citywide Cash Handling (2022)</p>	No open recommendations

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
CORRECTIONS & COMMUNITY SERVICES	<ul style="list-style-type: none"> Office of the Chief Detention Services Division Administrative Services Division 	Responsibilities include transporting and managing offenders, counseling, and providing medical care for detainees processed into the facility from all law enforcement agencies in the Atlanta metropolitan area, Municipal Court and Grady Detention. The department provides several community service and improvement initiatives, and to increase youth awareness about the importance of making quality life decisions, the department provides tours of the facility to youth.	<ul style="list-style-type: none"> Service Delivery Public Safety Attracting & Retaining Talent Equity 	<p>Ensure the facility environment is safe, secure, humane, and efficiently managed.</p> <p>Create community focused partnerships and improve partnerships with the public safety community.</p> <p>Promote a motivating working environment and reinforce the performance management and evaluation system.</p> <p>Increase the effectiveness and efficiency of the department's financial and operational management and enhance delivery of timely and responsive customer service.</p>	<p>Citywide Cash Handling (2022)</p> <p>Citywide Overtime (2019)</p>	No open recommendations
ENTERPRISE ASSET MANAGEMENT	<ul style="list-style-type: none"> Administration Division Real Estate Division Capital Projects Division Facilities Operations Division 	Maintains owned and leased properties, excluding Aviation; acquires & disposes of real property; leases and manages property for revenue and/or department operations. Provides in-house A/E and construction; manages contracting for A/E and construction; performs and tracks ADA improvements. Maintains direct responsibility for building envelope for many General Fund facilities; provides indirect maintenance assistance to Public Works, Parks/ Recreation, and Watershed facilities.	<ul style="list-style-type: none"> Physical Assets Asset Misappropriation Attracting & Retaining Talent Legal & Regulatory Compliance Business Interruption 	<p>Implement one option recommended by the Parking Management Assessment.</p> <p>Hire Phase 1 critical 15 positions and devise a strategy to hire Phase 2 critical positions. 120+ pending parcel acquisitions, 100+ Georgia Power utility easements, disposition of 9 residential sites, 9 proposed abandonments of public right-of-way</p> <p>New lease for the Municipal Market Company</p> <p>Design task orders for four fire stations and APD Zone 4 Police Precinct</p> <p>Continued management of the Moving Atlanta Forward infrastructure bond program</p> <p>Construction of new Fire Station #22, planned completion Summer/Fall 2024</p> <p>Planning and pricing \$6M of potential grant projects for three community centers</p> <p>Citywide installation of baby changing stations and sanitary napkin dispensers</p> <p>HVAC replacements for multiple fire stations</p> <p>Elevator modernization for several buildings</p>	<p>Moving Atlanta Forward Annual Review (2023 and in progress)</p> <p>Landscape Contracts (2023)</p> <p>Municipal Market (2023)</p> <p>Citywide Cash Handling (2022)</p> <p>Management of Live Nation Lease Agreements (2020)</p>	<ul style="list-style-type: none"> No High Priority Recommendations 4 Medium Priority Recommendations 3 Low Priority Recommendations
CITY PLANNING	<ul style="list-style-type: none"> Office of the Commissioner Office of Design Office of Zoning & Development Office of Buildings Office of Housing & Community Development 	Guides growth and development through long range planning initiatives: neighborhood-focused urban design, zoning, building plan review, permitting code compliance, community and economic development; housing programs, and environmental policy. Works with NPUs, independent community organizations, residents, and the private sector to provide leadership and assistance in building safe, healthy, thriving communities and further the values of Atlanta City Design.	<ul style="list-style-type: none"> Service Delivery Change Management Attracting & Retaining Talent Equity Grant Compliance 	<p>Implement the principles of The Atlanta City Design.</p> <p>Support investments for neighborhood empowerment.</p> <p>Promote and uphold policies that stimulate economic growth.</p> <p>Incorporate diversity, equity, and inclusion into departmental plans and processes.</p> <p>Inspire new designations of legacy establishments.</p> <p>Innovate and implement sustainable code reform for zoning and building code platforms.</p> <p>Proactively inspire means and ways that assist with the accommodation of Atlanta's expected growth over the next 30 years.</p>	<p>Landscaping Contracts (2023)</p> <p>Enforcement of Building & Zoning Code (2021)</p> <p>Tree Trust Fund (2020)</p>	<ul style="list-style-type: none"> Commissioner of City Planning to ensure that procedures for handling stop-work complaints are documented and consistently followed. Commissioner of City Planning to update procedures to require supervisors to review cases, at least on a spot-check bases, before they are closed in the system and ensure that the procedure is followed. Commissioner of City Planning to ensure that supervisors enter all information related to complaints into Accela according to established procedures. Commissioner of City Planning to work with the Accela System Administrator to reduce the inspectors' access in Accela to only those permissions needed to perform their specific functions. No Medium Priority Recommendations 6 Low Priority Recommendations

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
CITY SOLICITOR	<ul style="list-style-type: none"> Office of the City Solicitor 	The Office of the City Solicitor is the prosecuting arm for the City of Atlanta. Represents the citizens of Atlanta in all matters brought before the Atlanta Municipal Court. Prosecutes all city ordinance violations, traffic offenses, DUIs, and other state misdemeanors. Provides legal assistance to the City's administration, community groups, schools, colleges, partners, and provides training to law enforcement.	<ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent Public Safety Information Security 	<p>Provide employment opportunities through the Department of Labor's Initiatives and the establishment of a Junior Prosecutor Program.</p> <p>Aggressively file nuisance actions on behalf of the Safe and Secure Housing Initiative.</p> <p>Code Enforcement Collaborative: bring together departmental enforcement agencies within the City of Atlanta to fight blight and overcome crime.</p> <p>Operation Double Victory: with Fulton County Solicitor General Office, resolve misdemeanor cases which originate in the City of Atlanta Municipal court and are later bound over to Fulton County State Court.</p>		No open recommendations
PUBLIC DEFENDER	<ul style="list-style-type: none"> Office of Public Defender 	Provides criminal defense services to indigent defendants at all phases of litigation, addressing underlying reasons for unlawful conduct such as mental illness and substance dependency. Seeks treatment services for clients in need, e.g., mental health facilities, drug rehabilitation centers, assistance with basic needs. Partners with public and private service providers and various training agencies and outreach centers; investing in the future of Atlanta's youth and adults, working to restore stability to their lives.	<ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent Public Safety Information Security 	<p><u>Policing Alternatives & Diversion Initiative (PAD)</u></p> <p>The department will continue to support the Atlanta/ Fulton County Initiative by providing legal assistance and outcome tracking to program participants, and leading legal clinics to directly engage PAD participants with service and/or referral needs.</p> <p><u>SOAR</u></p> <p>Public Defender Social Workers will resume facilitating SOAR assistance to community-based clients. SSI/SSDI Outreach, Access, and Recovery (SOAR) is a program designed to increase access to SSI/SSDI for eligible adults and children who are experiencing or at risk of homelessness and have a serious mental illness, medical impairment, and/or a co-occurring substance use disorder.</p> <p><u>Neighborhood Planning Unit Ambassador Program</u></p> <p>Public Defender Attorneys, Public Defender Client Advocates, and Public Defender Social Workers work in tandem to provide necessary services and referrals, and meaningful statistical data to meet the needs of specifically identified NPUs.</p>		No open recommendations
LAW	<ul style="list-style-type: none"> Airport Legal Division Business Services Division City Attorney Group Claims Group Litigation Division Operations Division 	Provides legal advice to the Mayor, City Council members, city officials and departments, represents the city in litigation and commercial transactions (financing, real estate, and land use), supervises and administers claims against the city, reviews contracts.	<ul style="list-style-type: none"> Contractual Legal & Regulatory Compliance Attracting & Retaining Talent Information Security Corruption 	<p>Integrate and configure for each team a new cloud-based platform to track and plan projects, manage resources, improve workflow, and keep a real-time check on budget and personnel.</p> <p>Fine tune strategic partnership with internal clients through leadership initiatives that promote understanding of the business side of departments, focus on clear and concise communication, and provide client departments with resources that empower them to take on routine and ministerial tasks, allowing Law to prioritize critical high priority legal work.</p> <p>Increase adoption and effective usage of internal professional development tools by 25%.</p>	Martin Luther King, Jr. Recreation & Aquatic Center (2019)	<ul style="list-style-type: none"> No High Priority Recommendations 1 Medium Priority Recommendation 4 Low Priority Recommendations
LABOR & EMPLOYMENT SERVICES	<ul style="list-style-type: none"> Labor & Employment Services 	Responsible for the administration, implementation, and execution of federal government labor/workforce programs and initiatives, including overseeing the WorkSource Atlanta, coordinating partnerships related to labor/workforce programs, and improving the delivery of labor/workforce services via advocacy, resource development, mobilization, collaboration, and coordination.	<ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent Equity Grant Compliance 	<p>Expand services to assist, train and place up to 6,000 individuals through a mix of programs. Solidify partnerships to create a more comprehensive service delivery model.</p> <p>Identify high areas of need within the City of Atlanta and providing services in those areas.</p> <p>Successful administration, implementation and execution of federal government labor and workforce programs and initiatives.</p> <p>Successful co-location of TANF and more robust Wagner – Peyser (Title III of WIOA) colocation to assist more residents on site.</p> <p>Partner with internal City departments such as Public Works and Parks and Recreation to assist in filling employment needs.</p> <p>Train up to 10 employers and 100 individuals on fair and safe labor practices and standards.</p>	WorkSource Atlanta (2020)	No open recommendations

DEPARTMENT	OFFICES	DESCRIPTION	RISK AREAS OWNED	NOTABLE INITIATIVES/GOALS	RECENT AUDITS (2019-CURRENT)	OPEN RECS (HIGH PRIORITY AND # MED/LOW)
CUSTOMER SERVICE-ATL311	<ul style="list-style-type: none"> Customer Service-ATL311 	<p>ATL311 is the non-emergency customer service center for providing fast, easy access to information and services. Operates an omnichannel contact center accessible by phone, web portal, mobile app, fax, email, and social media. Works closely with departments to improve the quality and efficiency of services.</p>	<ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent 	<p>Onboard more departments and initiatives into the ATL311 customer service model. Continued enhancements on alternative self-service contact channels to equip residents for success e.g., IVR, AI kiosks, mobile app, portal, chatbot and speech/text analytics. Deploy a new CRM that will advance data analytics, improve the customer experience, and close the feedback loop of case submissions. Expand hours of operations for a better customer service experience and departmental support.</p>	ATL311 (in progress)	No open recommendations
GRANTS & COMMUNITY DEVELOPMENT	<ul style="list-style-type: none"> Office of the Commissioner Office of Program Operations Office of Fiscal Operations Office of Entitlement & Competitive Compliance 	<p>Deploys federal and competitive grant dollars to stabilize communities, provide housing assistance, and further economic development activities city-wide.</p>	<ul style="list-style-type: none"> Attracting & Retaining Talent Equity Information Security Grant Compliance Public Safety Attracting & Retaining Talent Corruption 	<p>Increase technical assistance and training to project sponsors, developers, and grantees. Increase level of services provided to CoA departments for competitive grants. Acquire more permanently affordable housing to provide additional units for residents. Implementation of strategies to provide additional permanent supportive housing solutions. Assist community advocacy groups to combat homelessness and deliver transitional solutions. Increase frequency of APD response disagreement letters, policy reviews and recommendations; grow outreach and education program. Reduce investigation timelines; complete hiring of investigative and support staff. Increase the number of closed investigations; continue to make recommendations related to APD and ACRB sustained complaints and discipline; implement board training plan. Engage in mediation outreach and reenergize the program. Inform the public on officer accountability actions, issues, and trends. Work with APD to reduce percentage of disagreement on sustained ACRB complaints. Increase strategic partnerships and establish broader coalitions with community entities. Conduct and analyze second community survey pilot. Expand social media platforms; increase use of review panels. Complete the development of the Auditor's recommendations regarding recruit training participation and after-action reports on officers terminated and suspended.</p>	<p>Grants Management (2023) Citywide Cash Handling (2022)</p>	<ul style="list-style-type: none"> No High Priority Recommendations 2 Medium Priority Recommendations 4 Low Priority Recommendations
ATLANTA CITIZEN REVIEW BOARD	<ul style="list-style-type: none"> Atlanta Citizen Review Board 	<p>Serves to provide redress through investigations and mediations to citizens who have filed a misconduct complaint against Atlanta police or corrections officer. Charged with providing community education related to interactions with sworn officers.</p>	<ul style="list-style-type: none"> Corruption Attracting & Retaining Talent 	<p>Increase frequency of APD response disagreement letters, policy reviews and recommendations; grow outreach and education program. Reduce investigation timelines; complete hiring of investigative and support staff. Increase the number of closed investigations; continue to make recommendations related to APD and ACRB sustained complaints and discipline; implement board training plan. Engage in mediation outreach and reenergize the program. Inform the public on officer accountability actions, issues, and trends. Work with APD to reduce percentage of disagreement on sustained ACRB complaints. Increase strategic partnerships and establish broader coalitions with community entities. Conduct and analyze second community survey pilot. Expand social media platforms; increase use of review panels. Complete the development of the Auditor's recommendations regarding recruit training participation and after-action reports on officers terminated and suspended.</p>	Police Hiring Practices (2021)	<ul style="list-style-type: none"> No High Priority Recommendations 1 Medium Priority Recommendation No Low Priority Recommendations
ETHICS	Ethics Office	<p>Administers, interprets, and enforces the City's ethical standards of conduct and works to ensure honesty, openness, integrity, accountability, and trust in city government. Educates and advises City officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules. Investigates ethics complaints, brings enforcement actions for violations of the Ethics Code, and administers the financial disclosure program.</p>	<ul style="list-style-type: none"> Corruption Attracting & Retaining Talent 	<p>Continue development and streamline critical Ethics processes and procedures. Develop and launch enhanced Ethics e-learning courses. Launch data management program to increase efficiencies and effectiveness of our operational business processes. Continue audits of city financial disclosure statements for conflicts of interest and accuracy. Complete development of our automated process for auditing of disclosure statements. Continue to increase training opportunities for city officials, employees, and Board members. Issue and update Formal Advisory Opinions. Update and revise the ethics website and materials. Create and fill additional staff position.</p>		<ul style="list-style-type: none"> No High Priority Recommendations No Medium Priority Recommendations 2 Low Priority Recommendations
INSPECTOR GENERAL	<ul style="list-style-type: none"> Governing Board of the Office of the Inspector General Independent Procurement Review Division Compliance Division 	<p>Investigates allegations of fraud, waste, and abuse by city employees, officials, and contractors; provides anti-corruption training; identifies corruption vulnerabilities and recommends measures to shore up gaps. Collaborates with Procurement to review the records of all city solicitations with an aggregate value of \$1 million or more to identify and report areas of concern, allowing corrective action before City Council considers legislation to approve contracts.</p>	<ul style="list-style-type: none"> Corruption Attracting & Retaining Talent 	<p><u>Independent Procurement Review</u> Further increase discretionary review of City solicitations. Strengthen procurement review by incorporating additional training and analytical tools. Introduce quarterly reporting to highlight systemic issues and observation trends and identify potential causes. <u>Compliance</u> Administer anti-corruption training program to all City departments, offices, and boards/commissions; coordinate anti-corruption outreach to vendor community. Measure (and respond to) inquiries and tips following the anti-corruption trainings. Finalize comprehensive investigative manual. Obtain additional investigative resources; obtain criminal justice agency designation. Pursue legislative initiatives and law enforcement credentials.</p>		No open recommendations

*Color coded by citywide risk scores weighted by departments' degree of ownership of the risk area (primary or secondary)

Top 15 Vendors by Payments in 11 Months of FY24 (Covers July 2023–May 2024, from Atlanta Open Checkbook as of 7/24/2023)

Rank	Change in Rank*	Vendor	Amount	Change in Amount*	Departments	Categories
1	↑15	HOLDER-MOODY-BRYSON-SOVEREIGN A JOINT VENTURE	\$86.04 Million	↑\$66.70 Million	Aviation	Capital Outlays
2	↑2	ATLANTA AIRLINES TERMINAL COMPANY	\$77.51 Million	↑\$20.59 Million	Aviation	Capital Outlays Purchased/Contracted Services
3	↑28	CLEVELAND-UPTIME-SYMPHONY A JOINT VENTURE	\$71.94 Million	↑\$62.60 Million	Aviation	Capital Outlays
4	↓3	C. W. MATTHEWS CONTRACTING CO.,INC	\$71.58 Million	↓\$2.96 Million	Aviation Transportation Public Works	Capital Outlays
5	↑34	DELTA AIR LINES	\$65.05 Million	↑\$56.96 Million	Aviation	Capital Outlays
6	↑258	HOLDER-AUSTIN-MOODY-BRYSON, A JV	\$57.93 Million	↑\$57.34 Million	Aviation	Capital Outlays
7	---	BOMBARDIER TRANSPORTATION (HOLDINGS) INC	\$48.26 Million	↑\$4.12 Million	Aviation	Capital Outlays Purchased/Contracted Services Supplies
8	↓2	GEORGIA POWER CO.	\$44.79 Million	↓\$1.19 Million	Watershed Management Transportation Aviation Enterprise Asset Management Parks & Recreation ...and 7 other departments	Supplies Capital Outlays Purchased/Contracted Services
9	↓6	CLARK/ATKINSON/TECHNIQUE A JOINT VENTURE	\$43.99 Million	↓17.75 Million	Aviation	Capital Outlays
10	↓5	KAISER PERMANENTE	\$40.89 Million	↓\$7.56 Million	Non-Departmental	Other Costs
11	↓3	MATTHEWS-KELLY JV	\$39.19 Million	↑\$0.77 Million	Aviation Transportation	Capital Outlays Purchased/Contracted Services
12	---	NEW SOUTH - SYNERGY A JOINT VENTURE	\$31.29 Million	↑\$7.03 Million	Aviation	Capital Outlays
13	↑1	ROCKDALE PIPELINE INC/INTEGRAL MUNICIPAL SERVICES INC/JV	\$29.78 Million	↑\$8.96 Million	Watershed Management	Capital Outlays
14	↓3	ATLANTA AVIATION ASSOCIATES, A JOINT VENTURE	\$26.76 Million	↑\$0.79 Million	Aviation	Purchased/Contracted Services Capital Outlays
15	↑11	RUBY-COLLINS, INC	\$25.30 Million	↑\$13.53 Million	Watershed Management	Capital Outlays

*NB: This is the change from a full 12 months of FY23 to 11 months of FY24

Top 15 Departments by Payments to Vendors in 11 Months of FY24 (Covers July 2023–May 2024, from Atlanta Open Checkbook as of 7/24/2023)

Rank	Change in Rank*	Department	Amount**	Change in Amount*	Offices (5%+)	Categories
1	---	Aviation	\$996.49 Million	↑\$220.74 Million	Capital Planning & Development 82.78% 54 Other Offices	Capital Outlays 71.26% Purchased/Contracted Services 26.68% Supplies 1.92% Other Costs 0.14% Debt Service 0.00%
2	---	Watershed Management	\$259.71 Million	↓\$4.55 Million	Consent Decree 16.43 % Treatment Plant RM Clayton 9.26% Sewer Linear Maintenance/Repair 7.80% Wastewater Treatment & Collections 7.69% Treatment Plant Intrenchment Creek 6.87% Asset Control 5.47% 59 Other Offices	Capital Outlays 43.33% Purchased/Contracted Services 36.91% Supplies 19.74% Other Costs 0.01%
3	---	Non-Departmental	\$102.99 Million	↓\$9.70 Million	Health Insurance—Employees 30.04% Reservation of Fund Appropriations 24.69% Health Insurance—Retirees 20.33% Fulton County 5.70% 28 Other Offices	Other Costs 68.16% Purchased/Contracted Services 29.64% Personnel Services & Employee Benefits 1.14% Capital Outlays 1.05%
4	↑1	Transportation	\$73.65 Million	↑\$17.26 Million	Capital Project Administration 78.56 % Street and Sidewalk Maintenance 8.26% Signal & Street Light Management & Operations 5.94% 8 Other Offices	Capital Outlays 55.40% Purchased/Contracted Services 27.58% Supplies 17.02% Other Costs 0.00%
5	↑2	Atlanta Police Department	\$57.42 Million	↑\$9.04 Million	Uniform Patrol 25.40% Police Administration 25.37% E-911 13.33% Police Communications 13.03% 47 Other Offices	Purchased/Contracted Services 45.83% Capital Outlays 37.98% Supplies 15.99% Other Costs 0.19%
6	↑5	Grants and Community Development	\$54.37 Million	↑\$35.88 Million	Entitlement Program Operations 97.62% 4 Other Offices	Purchased/Contracted Services 99.90% Supplies 0.10%
7	↓2	Public Works	\$52.02 Million	↓\$1.29 Million	Fleet Services Operations 49.38% Solid Waste Admin 10.39% Solid Waste Collection—Curbside 10.33% Disposal Landfill 8.50% 29 Other Offices	Purchased/Contracted Services 46.81% Supplies 35.23% Capital Outlays 17.96%
8	↓4	Executive Offices	\$50.63 Million	↓\$11.50 Million	Chief Operating Officer 77.84% Chief of Staff 8.72% 20 Other Offices	Purchased/Contracted Services 94.28% Other Costs 4.00% Supplies 1.68% Capital Outlays 0.03% Personnel Services & Employee Benefits 0.01%
9	↑1	Parks & Recreation	\$45.78 Million	↑\$13.77 Million		
10	↓2	Enterprise Asset Management	\$37.05 Million	↑\$0.86 Million	Capital Projects 59.90% General Buildings & Plants 25.67% Commissioner 13.04% 3 Other Offices	Purchased/Contracted Services 84.18% Supplies 15.03% Capital Outlays 0.79% Miscellaneous Revenues 0.01%
11	↓2	Atlanta Information Management (AIM)	\$32.26 Million	↓\$0.09 Million	IT Infrastructure 53.88% IT Applications 8.71% IT Telecommunications 8.21% Technical and Network Support 7.12% 11 Other Offices	Purchased/Contracted Services 97.85% Supplies 1.67% Capital Outlays 0.48% Other Costs 0.00%
12	↑2	Fire Services	\$21.29 Million	↑\$9.56 Million	Chief of Fire and Rescue 44.10% Fire Fighting 27.16% Fire Stations and Buildings 7.66% Fire Emergency Medical Services 5.40% 44 Other Offices	Capital Outlays 62.94% Supplies 21.56% Purchased/Contracted Services 14.57% Interfund/Interdepartmental Charges 0.62% Personnel Services & Employee Benefits 0.31% Charges for Services 0.00%
13	↓1	Law	\$12.60 Million	↓\$1.20 Million	--- (No Offices Listed)	Purchased/Contracted Services 98.68% Capital Outlays 0.99% Supplies 0.30% Other Costs 0.03%
14	↑1	Finance	\$11.07 Million	↑\$0.06 Million	Chief Financial Officer 79.62% Revenue & Collections 11.87% Enterprise Risk Management 7.79% 11 Other Offices	Purchased/Contracted Services 97.26% Supplies 2.27% Capital Outlays 0.43% Contributions & Donations from Private Sources 0.02% Other Costs 0.02%
15	↓2	City Planning	\$10.94 Million	↓\$1.24 Million	Director of Buildings 41.08% Atlanta Workforce Development Agency 18.60% Director of Housing 8.49% Housing Finance 6.24% 27 Other Offices	Purchased/Contracted Services 92.38% Supplies 3.70% Other Costs 2.98% Capital Outlays 0.95%

*NB: This is the change from a full 12 months of FY23 to 11 months of FY24

**NB: This covers payments to vendors, not e.g., employee salaries